

Equalities Impact Assessment of Capita’s Final Tender

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1. Introduction

Equality and diversity issues are a mandatory consideration in decision making by the Council pursuant to section 149 of the Equality Act 2010. This means the Council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function.

The three limbs of the public sector equality duty involve the need:

- To eliminate discrimination;
- To advance equality of opportunity by removing disadvantages from particular groups, meeting the needs of particular groups and encouraging under-represented groups to participate in public life; and
- To foster good relations between those sharing and those not sharing protected characteristics by tackling prejudice and promoting understanding.

The duty should be applied before a decision is made and be part of the decision-making process.

The protected characteristics under Equalities legislation are: Age, Disability, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sex, Sexual Orientation.

The Council has rich data from the Census about the demographics of the population of Barnet, and also has ONS and GLA forecasts about how the age and ethnicity is likely to change in the future. Barnet's population is the largest of any London borough at 356,400 (2011 Census), and is very diverse in terms of age, ethnicity and religion. For example, it has a younger age profile than the England average, 33% of residents are from a black or minority ethnic group, and of the 87% of residents that describe themselves as having a religion, 55% are Christian, with the next largest groups being Jewish (15%) followed by Hindu (9%) and Muslim (7%).

Over the next five years, the local black and minority ethnic (BME) population is projected to increase from 33% to 35%, which is a slightly slower rate of increase than other outer London boroughs (5.6% compared to outer London average of 7%) but faster than London as a whole (4.7%).

Future population change will also produce changes in the age profile of the population, with above average growth in some age groups (5-14 year olds, 40-59 year olds, and 65-69 year olds and 90 plus cohort), a decline in the proportion of 30-34 years olds, and slower than average growth in 25-29 year olds.

The Council has assessed the staffing and service changes being proposed by Capita as part of its Final Tender, and considering whether it will have an impact on customers with any of the protected characteristics in terms of three limbs of the public sector equality duty – discrimination, equality of opportunity, and good relations.

Four equalities impact assessments have been completed by the Council:

- Customer (covering changes to the three public facing services, Customer Services, Revenues & Benefits and Estates)
- Employee

A summary of these EIAs is contained below, followed by each EIA in full.

Having considered these issues in detail, it is the Council's view that the overall impact on all groups with protected characteristics in the borough in terms of their access to and use of these services, the Council's ability to tackle discrimination and advance equality of opportunity, is likely to be positive. There is likely to be a neutral impact on good relations between those sharing and those not sharing protected characteristics. However these assessments will be kept under review throughout the mobilisation and contract period.

The reasons for the current positive and neutral assessments are as follows:

- No service reductions are proposed in Capita's Final Tender. In particular, face to face provision will be retained as is, in terms of location, staff numbers and opening hours.
- Capita has defined key over-arching design objectives for the NSCSO designed to ensure that Customer needs are met and groups with protected characteristics are protected including:
 - a. Building Service Delivery Differently – Capita will enable multi-channelled delivery and the ability to bundle services in ways that relate to customer need and put that at the heart of service delivery. Capita will consult closely with all stakeholders and employ a co-design process with customer groups that represent the residents of Barnet so services fit into customer's lives and are easy to use.
 - b. Managing Service Delivery Differently – Capita will transform the way Customers interact with our services (and the Council) by transferring control to them and engaging them in service design. Insight will form the basis of the new service delivery model by investment in understanding the customer, understanding need, understanding access to services and the requirements of the more vulnerable.
- Where there could be negative impacts, in terms of location, service structures and new technology, Capita has committed to a range of measures that will prevent changes from adversely impacting the quality of service provision on any customer, and introducing

equalities training for staff and advocacy for vulnerable customers to make a positive contribution to equalities. Capita has also committed to conducting EIAs when any changes to services are being considered, prior to their approval and implementation.

- Capita has committed to adhering to equalities legislation and the Council's equalities policy, and producing an annual equalities report.
- Activities or measures currently undertaken by the services which promote the public sector equalities duty will be retained by Capita.
- Capita is introducing a number of service improvements that will enable better data about customers to be collected, analysed, and shared so that services can be better designed and targeted to customers needs, and committing to significant improvements to customer service outcomes such as first contact resolution and customer satisfaction.
- Capita will use the intelligence gathered through co-design and their on-going management of processes and operations to create dynamic and personalised service delivery for all customer groups. This rich understanding of Customers drawn from behavioural analysis, and combined with their experience and Barnet specific Insight will enable them to identify and understand patterns of Customer behaviour and specific customer needs and tailor services accordingly..

In relation to the impact on staff with protected characteristics, it is the Council's view that the overall impact on employees with protected characteristics will be neutral. As with the customer EIAs, this will be kept under review throughout the mobilisation and contract period.

The reason for the neutral assessment is that where the impact of these changes may be negative, there are comprehensive set of mitigations provided in Capita's Final Tender, shown in table 4.1.4 in the employee EIA below. Examples of these are:

- Capita has committed to adhering to equalities legislation and the Council's equalities policy and producing an annual equalities report, each change proposed by Capita will be assessed separately in terms of equalities for the staff in scope at that time
- Capita will discuss Trade Union equalities concerns at the tri-partite meetings
- Capita have committed to relocate staff, provide access to a wide range of Capita vacancies and work at other client locations including local government in Greater London
- for restructures, Capita have committed to assimilate posts, if appropriate, offer staff opportunities to work on innovative and new projects, redeploy staff throughout other Capita businesses, manage vacancies and temporary staff and maximise natural shrinkage opportunities
- staff on maternity leave will be offered the opportunity to attend all briefings and one-to-one meetings with both the Council and Capita prior to and during the mobilisation period or the line manager will brief them
- Capita have committed to providing Occupational Health and Employee Assistance to all staff

Throughout the mobilisation period and life of the contract, all service change proposals from Capita will be properly considered to ensure that due regard has been given to the Equality Duty, including appropriate publicity and consultation and equalities impact assessments, prior to any changes being implemented, with the results informing Council approval and any subsequent decision whether to put them into effect or not. The Council will ensure that this happens.

The Council will keep this EIA under review through the mobilisation and contract period to:

- identify any changes
- ensure that mitigating actions identified are undertaken or planned in
- ensure that any necessary consultation and communication activities are taken with regard to specific change proposals, prior to any implementation decisions being taken

Summary Customer Equalities Impact Assessment

Covering changes to the three public facing services: Customer Services, Revenues & Benefits and Estates

Relevant or significant changes being proposed by Capita	Groups with protected characteristics that this might impact on	Action needed to ensure no negative impact on citizens with protected characteristics	Relevant Capita commitments
<ul style="list-style-type: none"> • Greater use of automated and web self-service channels and social media 	<ul style="list-style-type: none"> • Older people • People with a disability • Race (language) 	<ul style="list-style-type: none"> • This is consistent with the Council's customer access strategy, but it is important to ensure that self-service channels are designed to be accessible and user friendly, with sufficient options for supporting people not able to interact in this way to access the Council when they need to 	<ul style="list-style-type: none"> • Capita has committed to maintain the Council's current arrangements for providing face to face services. It will not change locations, staff numbers or opening hours, and will maintain existing free internet access at public access points such as Barnet House. Capita will also maintain the Council's current special access sites and tools e.g. induction loops at Burnt Oak library and Sign Video at Barnet House. • Capita has modelled different options for opening hours including weekend opening, and has committed to develop these using call data, in consultation with the Council. • A new face to face location in Colindale will be explored, informed by customer insight • Capita's face to face solution has Community Engagement Managers, with portfolio specialisms for Council Services and Barnet Homes, third sector and businesses and our Youth Engagement Manager will work with community groups to utilise and build upon their engagement, such as NUTMEG, CommUNITY, ageUK • Capita will employ its co-design process including customer segmentation, customer consultation groups and customer life event tracking to understand the needs of older people or people with a disability. Working with these customers, other Council services, community support groups and the third sector will also ensure that their needs are not compromised in the drive for efficiency through automation and self service. • Capita will extend the existing Advisory Panel of customers and stakeholder will be extended to provide additional insight to inform service decisions. • Capita will work with the Councils Commissioners to ensure that

Relevant or significant changes being proposed by Capita	Groups with protected characteristics that this might impact on	Action needed to ensure no negative impact on citizens with protected characteristics	Relevant Capita commitments
<ul style="list-style-type: none"> •Introduction of ‘co-design’ to involve customers in designing changes to services 	<ul style="list-style-type: none"> •Parents may find it more difficult to find the time to participate in co-design activities 	<ul style="list-style-type: none"> •That citizens with protected characteristics are sufficiently involved in co-design initiatives 	<p>services adapt to emerging needs and changing priorities</p> <ul style="list-style-type: none"> •Capita are also introducing an advocacy service for vulnerable customers to ensure they get the services they need without having to make repeat contact •Capita have proposed a natural voice recognition solution, and accents affect the accuracy of language recognition. However there are mitigations including a phonetic recorder that allows call recordings to be used to increase the voice recognition 'taxonomy and Phonims', and redirection to a call handler. In any case, the Council will input into detailed requirements, specification design and sign off. •Capita recognises of Barnet and commits to co-designing with users of the services and describes co-design as a means of understanding customers' individuality, shaping relevant and valued services as well as being willing partners in delivery •Co-design will also be used to test the accuracy of 'personas', a form of segmentation built using primary and secondary quantitative and qualitative data covering demographics including, age, sex, employment and financial status, family status and education; geography; psychographics; service and media consumption •Capita recognises that not all customers will be available at the same time or engage through the same channels and that engagement will need to be tailored to stakeholder needs. Co-design workshops and consultation will therefore be managed around these needs with the ability for customers to provide feedback through surveys, social media forums and through evening workshops which will be widely communicated to ensure maximum participation by customers.
<ul style="list-style-type: none"> •Reorganisation of services so that they are grouped 	<p>It is impossible to foresee any differential impact on</p>	<ul style="list-style-type: none"> •That there is an effective process of transferring and formalising aspects of service 	<ul style="list-style-type: none"> •Capita will operate a comprehensive change programme governance approach including a full communication and engagement plan to integrate staff into the new organisation

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<p>and structured differently, and reduced staff headcount/loss of existing employees</p>	<p>protected groups however it could feasibly impact on all – Age; Disability; Sex; Reassignment; Marital status; Pregnancy and maternity (including teenage parents); Race; Religion or belief; Sexual Orientation</p>	<p>that promote equalities but which rely on the knowledge and experience of individuals who are at risk of redundancy</p> <ul style="list-style-type: none"> • That staff experiencing change are effectively supported so that service standards do not slip 	<p>quickly and effectively. A People Care programme will cover welcome presentation, induction, staff bulletins, confidential email helpline, staff drop in sessions, one-to-one meetings, regular Q&As, amongst other things.</p> <ul style="list-style-type: none"> • Capita has committed to minimising the impact of redundancy through growth into other partner organisations, redeployment throughout other Capita businesses, managing vacancies and temporary staff and natural shrinkage • Capita has committed to comprehensive tacit and formal knowledge capture and transfer during the transition period and after service commencement, utilising a variety of methods. • Capita will undertake a staff satisfaction survey within 6 months of the Service Transfer Date and annually thereafter, and put in place a remediation plan with the staff forum to address issues identified where satisfaction decreases by more than 5% • Capita has committed to ensuring all CSO staff are trained in equalities compliance and have the tools, such as scripts and knowledge bases, to ensure responsibilities are adhered to. • Capita has committed to met all Council Policies when delivering services • Capita back office services and service provision are also designed to meet the varying needs of staff through the tools provided, the way services are delivered and the ability to work differently.
<ul style="list-style-type: none"> • Re-location of staffing to different parts of the UK - customer services call centre staff moving to Darwen in Lancashire; Revenues & 	<ul style="list-style-type: none"> • It is impossible to foresee any differential impact on protected groups however it could feasibly impact on all – Age; Disability; Sex; Gender 	<ul style="list-style-type: none"> • Ensuring that staff in new locations adhere to the same high standards of service as those previously run from Barnet • Ensuring that communication and knowledge transfer about customers is unaffected by 	<ul style="list-style-type: none"> • Capita has committed to ensuring all CSO staff are trained in equalities compliance and have the tools, such as scripts and knowledge bases, to ensure responsibilities are adhered to. • Capita has committed to multi-million investment in best-in-class technology to streamline communication and processes, and make it easier for staff and customers to record and access the data they need. • Capita has committed to making big improvements to first contact

Relevant or significant changes being proposed by Capita	Groups with protected characteristics that this might impact on	Action needed to ensure no negative impact on citizens with protected characteristics	Relevant Capita commitments
Benefits processing function moving to Blackburn and its subject matter expertise to Bromley	Reassignment; Marital status; Pregnancy and maternity (including teenage parents); Race; Religion or belief; Sexual Orientation	separation by location	<p>resolution, which is when a customer only has to contact the Council once in order for their issue or request to be resolved successfully, with KPI targets of achieving 40% from day 1 to 60% from year 2 and 80% from year 5.</p> <ul style="list-style-type: none"> •Capita has designed services to provide the same staff and customer experience regardless of where the service is delivered from or the customers chosen access channel. This will be supported by a single view of the customer which will be built up initially from existing Council data and then built on through insight and customer interactions to ensure that there is no detriment to service standards or customer experience as a result of relocating
<ul style="list-style-type: none"> •Introduction of new technology for staff to use e.g. CRM 	<ul style="list-style-type: none"> •It is impossible to foresee any differential impact on protected groups however it could feasibly impact on all – Age; Disability; Sex; Gender Reassignment; Marital status; Pregnancy and maternity (including teenage parents); Race; Religion or belief; Sexual Orientation 	<ul style="list-style-type: none"> •An effective change management programme including effective staff support and training to ensure that the disruption that new technology can bring is mitigated so that it does not affect the quality of service provided 	<ul style="list-style-type: none"> •Capita will operate a comprehensive change programme governance approach and produce a detailed service delivery blueprint explaining the tools and new systems to be deployed to achieve the Capita solution, and the various steps on the journey to be followed. The change programme will include a number of workstreams - HR Integration, Business Process Re-engineering, Technology, Training, Communications and User Acceptance Testing. •There will be phased introductions of technology changes and dual running (where systems operate in parallel until effective operation is attained).
<ul style="list-style-type: none"> •Collecting better quality data about customers, including 	<ul style="list-style-type: none"> •It is impossible to foresee any differential impact on protected groups 	<ul style="list-style-type: none"> •That this data covers protected characteristics, where appropriate, and that findings about under-representation 	<ul style="list-style-type: none"> •Capita has made commitments to build equalities considerations into Customer Service’s analysis of customer data and projects to improve the service. •Capita has committed to achieve customer satisfaction levels of

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<p>satisfaction and complaints data, developing customer profiles, analysing and using it to improve NSCSO and other Council services, as well as providing it to Council officers and members</p> <ul style="list-style-type: none"> •Rationalising the Council's office accommodation •Developing a proactive approach to integrating local community groups into service delivery via the 	<p>however it could feasibly impact on all – Age; Disability; Sex; Gender Reassignment; Marital status; Pregnancy and maternity (including teenage parents); Race; Religion or belief; Sexual Orientation</p> <ul style="list-style-type: none"> •Removal of an existing Council office may impact more on older people, people with disabilities and people with children, who are more likely to experience physical mobility restrictions •It is impossible to foresee any differential impact on protected groups however it could feasibly impact on all – Age; Disability; 	<p>and dissatisfaction are acted upon</p> <ul style="list-style-type: none"> •Ensuring that a full equalities impact assessment is done before any public access sites are proposed for closure •Ensuring that the community groups supported effectively contribute to the Council's equalities objectives 	<p>80% by year 2, 85% by year 3 and 90% by year 5, with fee at risk if targets are not met</p> <ul style="list-style-type: none"> •Data will be protected through identification management tools that limit how information can be accessed and all data will be governed under data protection and Government data standards •Capita has committed to undertaking Equality Impact Assessments in line with Government guidance and The Council policy •Actively engaging community groups, third sector groups, the private sector and even family support networks will form a fundamental part of Capita Eco-system. Consultation and co design will underpin everything from the locality and ward strategy for community buildings to the ways services are delivered on a one to one basis to protected characteristic groups. Services will be designed with users, for users and informed by the needs of the communities within the Borough. •The existing Advisory Panel of customers and stakeholder will be extended to provide additional insight to inform service decisions. •Capita have committed that all interventions will be insight-driven to maximise impact and the return on investment to the Council

Relevant or significant changes being proposed by Capita	Groups with protected characteristics that this might impact on	Action needed to ensure no negative impact on citizens with protected characteristics	Relevant Capita commitments
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'Ecosystem' approach

Sex; Gender
 Reassignment;
 Marital status;
 Pregnancy and maternity (including teenage parents);
 Race; Religion or belief; Sexual Orientation

Equalities Impact Assessment of Capita's Final Tender on Customer Services customers

1. Introduction

Current Situation

Customer Services are the main interface between the public and the London Borough of Barnet. The main communication channels offered are telephone calls through to the customer contact centre, face to face 'customer access' points (with the main hubs being at Barnet House in the north of the borough and Burnt Oak Library in the west) and emails directly to the contact centre. In excess of 1.5 million contacts were made across the various channels over 2011/12 (1,417,818 telephone calls, 138,285 face to face visits and 43,618 emails/letters/faxes/texts/SMS messages/webforms/social media/junk mail). In addition to these channels the Council has recently updated its website to aid customer self-service. General calls to the contact centre are dealt with by the switchboard and more specialist calls by a number of different teams possessing more service-specific expertise. The different teams within the contact centre are listed below:

Services	
Adult Occupational Therapy/Adult Social Work	Housing Benefits
Assisted Travel	Out of Hours Service
Building Control	Parking PCN Warrant / Parking Permits
Council Tax Recovery / Tax Collection	Planning Services
Environment and Operations	Street Based Services
Children's FYI	Switchboard
Births & Deaths	School Admissions - Applications / General Queries

Summary of the Final Tender

There are 279 commitments in Capita's proposal, and 3 of them are directly about equalities:

- Two are similar in content - both committing to providing advocacy for the vulnerable (T1 - 13 and T3 - 29); and
- One commits to actively identifying those who need support – by using the insight which is available (T1 – 29)

There are a further 23 commitments which mention an equalities-related benefit.

Equalities, sensitivity to the needs of the community, consideration of individual customer access needs and requirements are all woven into the fabric of the Final Tender. Capita clearly understands that this is a fundamental aspect of local service delivery and that there is a need to be inclusive when operating in an environment of diverse needs.

Even if the Council did not specifically request this activity, it is evident that equal access and tailored services would be delivered to the community in any case, as it is an integral component of Capita's vision for individuals and communities (via personalisation and consideration of community cohesion).

Fundamentally, the overall solution provides a comprehensive set of tools to ensure the Council's services are being delivered in a fully inclusive manner, and an operating/improvement framework that is responsive to changes in the borough's demographic composition. They are:

1. A Customer Insight Engine
2. A Single Customer Account
3. Customer Relationship Management system (CRM)
4. Self Service Portals
5. A Complaints System which is integrated with CRM
6. Customer Service Agents will have training and tools to meet the Council's equalities and safeguarding obligations
7. Co-design – and the use of personas (e.g. these are detailed descriptions of customers that used to test service improvement ideas before they are implemented)
8. Co Design workshops and engagement with stakeholders and the use of Persona's to test service concepts, prototypes and plans with customers
9. An extended Advisory Panel to represent customers and stakeholder groups including new organisations such as FutureGov, Alzheimer's society, Barnet Homes, Nutmeg , Youth Groups and others
10. Knowledge management tools that understand customer needs and preferences to help shape services and information
11. Customer surveys and quality assessments
12. Formal accreditations and benchmarking processes and quality assessments
13. Business Process Mapping software
14. Continuous improvement and challenge to services to ensure they reflect customer need
15. Continuous insight and Management Information

16. Ward reports (for members) providing rich data

Our analysis suggests that Capita is in full command of how the technical environment can assist them in improving services and they are tuned in to the service needs of a diverse community.

2. The diversity profile of the service’s customers (people from groups with protected characteristics)

Current situation

The Council currently gathers information about the diversity profile of its customers using GovMetric’s customer service tool. 3,671 completed surveys were received by August 2012. The equalities section of the survey covers age, disability status, gender and race/ethnicity but it is optional and only about 16% of respondents choose to complete it. All staff across the different Customer Services contact channels are required to ask customers to complete the satisfaction survey. Customers are encouraged to supply diversity information at the end of every survey and are assured that information provided is confidential and can not be attributed back to them.

As just 588 residents (16%) opted to complete the full equalities and diversity section of the survey, these results are only an indicative picture of the equalities characteristics of current service users.

The service does not currently collect information about the following protected characteristics: Gender Reassignment; Marital status; Pregnancy & maternity; Religion or belief; Sexual Orientation. This reflects a belief amongst staff that many customers would deem these questions too personal in the context of the services they are contacting the Council about. This is evidenced by the low level of completion of the equalities section of the GovMetric customer satisfaction survey.

The limitations with the GovMetric data make it difficult to make confident claims about the current diversity / equality profile of the Council’s customer base. This in turn makes it more difficult to assess how Capita’s proposals may change the current equalities profile of people accessing Barnet’s service.

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Single customer view, insight engine and customer	Positive The Insight Engine and single customer view (a customer profile that links information about a customer’s transactions with information about them	High	Medium	Capita have made a commitment in their Final Tender to advocate on behalf of	Capita & Council Commissioning	Prior to insight engine implementation

<p>profiling</p>	<p>such as their address, first language and preferences for services) will enable the automated production of data for the whole customer base and it will be readily available for the Council to access. It will be possible to add equalities information to customer records (with the customer's consent). This means that the Council would be able to analyse every transaction logged in the Insight Engine from an equalities perspective. This will make it much easier to identify equalities issues and address them.</p> <p>Capita will provide the capacity and capability to analyse the customer data. They will provide it in a useable form to all delivery units (including Customer Services) and Capita will challenge delivery units that are failing to meet customer needs.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>			<p>vulnerable groups. These groups include people with protected characteristics under equalities legislation.</p> <p>Capita will also undertake Co-design activities with Customer Groups and the Advisory Panel to understand customer need and the way that services need to be presented and fulfilled</p> <p>The Council should work with Capita to ensure that both the design of the insight engine and the behaviour of customer services staff support the collection of equalities data.</p>	<p>Group</p>	
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3. The experience of customers from groups with protected characteristics

Current situation

Satisfaction and volumetric data from GovMetric is produced on a monthly basis. This data and any specific customer comments are circulated to the management team on a monthly basis. This data does not routinely breakdown feedback by protected group.

Satisfaction information is used to drive service improvement work. Although the data is not routinely broken down by protected group it has still prompted service improvement projects that help groups with protected characteristics. For example, there is now a single point of contact for Youth Services.

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Access strategy	<p>Positive</p> <p>Capita has proposed the development of an Access Strategy for each customer segment with services mapped to customer needs and preferences.</p> <p>As part of this strategy it has suggested increasing the use of social media to engage customers. Not all groups with protected characteristics will feel able to engage with the Council using social media, therefore Capita has committed to provide face to face services, improve other access channels and review the locality Strategy to ensure community assets are accessible, well placed in order enable the same quality of information and support to be provided.</p>	High	Medium	<p>Capita will ensure that groups with protected characteristics are properly represented among its customer segments, co-design groups and the Advisory Panel.</p> <p>The access strategy will ensure that groups not able or comfortable engaging with the Council via social media receive the same quality of information and support through alternate channels</p>	Capita and Council Commissioning Group	During transition and ongoing, prior to introduction of new customer access strategy and whenever it is updated.

	<p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p> <p>In particular, older people and disabled people may find it more difficult to engage via social media.</p>			<p>such as face to face and telephone.</p>		
<p>Service improvement</p>	<p>Positive</p> <p>The single customer view (mentioned in question 1) will make it much easier to identify equalities related issues across all services including Customer Services. This will make it easier to identify what the Council should do to improve its service to groups with protected characteristics.</p> <p>Capita's approach to service improvement involves co-design which would give people from groups with protected characteristics the opportunity to directly influence service improvement work. Co-design is an on-going methodology used for continuous improvement.</p> <p>Co-design is not suitable for every improvement project however; for smaller incremental changes Capita will use personas (detailed profiles of representative customers) to sense-</p>	<p>High</p>	<p>Medium</p>	<p>The Council's Commissioning Group should:</p> <ul style="list-style-type: none"> • Monitor how often and when co-production is used with groups with protected characteristics to ensure co-production is used appropriately • Ensure that personas created by Capita are representative of groups with protected characteristics <p>Capita should establish a list of</p>	<p>Capita and Council Commissioning Group</p>	<p>Personas – During the set-up of Capita's service improvement processes.</p> <p>Within the first 3 months of the contract, and alongside the Customer Access Strategy development.</p>

	<p>check improvement proposals.</p> <p>Capita will undertake customer surveys, quality assessments and formal accreditations process to ensure that service comply with industry and legislative standards.,</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p> <p>In particular, parents may find it more difficult to find the time to participate in co-design activities</p>			<p>suitable parties to engage in the co-design process so that this is a 'built in' consultation opportunity from the outset. This could include both customers and local organisations who represent hard to reach or faith/race community groups within the borough or nationally (e.g. Age Concern or 'Barnet Borough Sight Impaired').</p> <p>Capita should ensure that it surveys wide ranging representative customer groups when assessing service quality and consults with appropriate support groups where service Improvement is needed.</p> <p>Capita will include an equalities assessment in all</p>		
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				service design, users testing and the procurement of any services or good purchased based on the emerging commissioning strategy		
Face to face	<p>Positive</p> <p>Capita have proposed developing a new face to face customer access point in Colindale, where much of the borough's deprivation is concentrated. This proposal could increase the accessibility of service and therefore the satisfaction of residents in the west of the borough, including those with protected characteristics.</p> <p>This is a proposal rather than a firm commitment from Capita and will depend on a number of factors, not least Council consent and the outcome of a dedicated equalities impact assessment.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>	Medium	Medium	A full options appraisal and business case would be needed including a dedicated equalities impact assessment, consultation with members and a wider assessment of the needs of customers in the Borough.	Capita and Council Commissioning Group	Before any decision can be taken on the site of a new face to face contact site.

<p>Customer satisfaction</p>	<p>Positive</p> <p>As part of its delivery of Customer Services Capita has undertaken to analyse information about delivery units' performance and customer satisfaction. Capita will challenge poor performance.</p> <p>Capita will look at delivery units' service to 'vulnerable groups'. Among the groups of customers monitored will be people from groups with protected characteristics.</p> <p>Capita has committed to developing longer term performance measures about how the cross cutting NSCSO services meet the needs of Customers and its success in fulfilling those needs rather than more traditional in service SLAs</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>	<p>High</p>	<p>High</p>	<p>Capita have a commitment in their Final Tender to advocate for vulnerable groups, these groups include people from groups protected under equalities legislation.</p> <p>The Council should work with Capita to ensure that the analysis of customer satisfaction data includes analysis by protected characteristics so that any differential levels of satisfaction can be identified.</p> <p>Capita will include an equalities assessment in all service design, users testing and the procurement of any services or good purchased based on the emerging commissioning strategy</p>	<p>Capita and Council Commissioning Group</p>	<p>Prior to introduction of new customer satisfaction data collection methodologies and at appropriate review points throughout contract.</p>
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<p>Loss of existing employees</p>	<p>Negative</p> <p>Restructuring and relocation by Capita is likely to result in the loss of existing employees, which in turn could result in loss of knowledge and experience such as that which enables customers with protected characteristics to be served effectively.</p> <p>A dedicated EIA is needed to ascertain what particular knowledge may be lost without remedial action.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>	<p>High</p>	<p>Low</p>	<p>Capita should ensure knowledge transfer to the new staff who will be delivering the service to maintain service levels.</p> <p>Capita has committed to comprehensive tacit and formal knowledge capture and transfer during the transition period and after service commencement, utilising a variety of methods.</p> <p>The information sharing between staff located in different sites will be facilitated through investment in improved technology.</p> <p>Capita have a strong base of experienced local government customer service advisors and service delivery teams which will allow them to provide additional capacity, support and bandwidth to address any knowledge gaps.</p>	<p>Capita and Council Commissioning Group</p>	<p>During the planning phase for restructuring and re-location proposals</p>
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<p>Increased use of self service and automated access channels</p>	<p>Negative</p> <p>Capita intend to reduce cost by employing a channel shift strategy whereby those who are able to self-serve through the web or through automated telephony for example are encouraged to do so.</p> <p>It is clear that self-service will be easier for some customers than for others.</p> <p>Capita have offered proposals for reducing digital exclusion in Barnet by recycling old IT equipment no longer used by the services into schools, community groups or to charities.</p> <p>This is an issue for customers in the west of the borough who have a lower inclination to use online self-service tools. However, Capita will maintain the free internet access currently provided at face to face sites, access strategies for a range of distinct customer 'personas' or segments, and will introduce an advocacy service for vulnerable customers to support them in receiving the service they need.</p> <p>Capita have proposed a natural voice recognition solution, and accents affect the accuracy of language recognition.</p> <p>Groups with protected characteristics that these self-service proposals are most likely to impact on: Age,</p>	<p>Low</p>	<p>Medium</p>	<p>Capita has already committed to maintaining non self-service access channels such as face to face, and introducing additional measures such as advocacy to support customers less able to self-serve. With regard to automated telephony that relies on voice recognition , Capita will need to consider, in conjunction with the Council, phonetic recorders that allows call recordings to be used to increase the voice recognition 'taxonomy and Phonims', and redirection to a call handler if voice recognition fails. The Council will input into detailed requirements, specification design and sign off.</p>	<p>Capita and Council Commissioning Group</p>	<p>Prior to implementation of self-service and automated options.</p>
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Disability, Race (language).					
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4. The existing arrangements for monitoring and promoting equality and diversity

Current situation

Customer Services do not have formal training or procedures in place to promote equality and diversity (with the exception of management within the Social Care Direct Team). Instead, teams rely on informal practice and culture. However, the service does use Barnet's overall equalities policy (Barnet Equalities Policy 2010) and there are overarching policies that promote inclusion, for instance, all Council buildings are accessible for disabled users and telephone calls are charged at a local rate.

The Social Care Direct team's management do have equalities training and training is planned for all team members. The team also capture very detailed equalities information if they are contacted by someone who is not already known to services. This information is stored in the Adult Social Services database Swift. The team also has a well-developed approach to working with more vulnerable groups with protected characteristics (those with learning difficulties and mental health problems).

Customer Services has been promoting a shift to towards self-service on the Council's website. It has increased the range of transactions carried out online. This helps groups with protected characteristics that have difficulty using the phone or face to face channels to access customer services (people with hearing difficulties or mobility problems). The service provides support to access the online channel through the face to face channel. Most transactions are available through several channels which mitigates the impact of the switch. In line with the Council's policy Customer Services no longer provides a formal translation service. The service tries to help as many people as possible in English, asks customers to use their family or friends to assist them, or, as a final resort checks if any of the staff available at a site or in the contact centre have the language skills necessary to help the customer.

Customer Services use Type Talk, Mini Com, large fonts and braille formats to help residents with sensory impairments access the Council. Face to face staff will offer to talk a customer through any written information or forms. Customers with a hearing difficulty are able to use induction loops at Burnt Oak library and a Sign Video at Barnet House.

	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Formalising the approach to	Positive Capita has proposed formal equalities	High	Medium	The formalisation of	The	Within the first

<p>equalities training and procedure</p>	<p>training for all staff in Customer Services and the development of tools to support staff. They have also made commitments (discussed under questions 1 and 2) to build equalities considerations into Customer Service's analysis of customer data and projects to improve the service.</p> <p>The web site and other self services or automated channels will be designed with user needs in mind and design decisions will accommodate the needs those with protected characteristics or special needs.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>			<p>equalities training should capture current good practice already existing within Customer Services teams. In addition, the formalisation of training should not lead to a one size fits all approach, each team within Customer Services should be supported to develop additional equalities training that focuses on the implications of equalities for the services / functions they perform.</p>	<p>Council's commissioning group should actively manage the development of formal equalities processes and policies in Customer Services to make sure that all the informal good practice of teams within the service is captured.</p>	<p>year of Capita taking on Customer Services and before any part of the service is moved to a location outside of Barnet.</p>
<p>Face to face access</p>	<p>Neutral</p> <p>Face to face can be a very important channel for people from some equalities groups (those with hearing problems or who have English as a second language).</p> <p>Capita have undertaken to maintain the</p>	<p>High</p>	<p>n/a (preservation of status quo)</p>	<p>Effective clienting and contract management by the Council's Commissioning Group For Colindale</p>	<p>Council's Commissioning Group</p>	<p>Ongoing</p>

	<p>Council's current arrangements for providing face to face services. It will not change locations, staff numbers, or opening hours.</p> <p>It should be noted that Capita made an aspirational proposal to develop a new Council office in Colindale. One impact of this might be an amendment to face to face access. Any such amendment would need to be subject to a dedicated business case and Council-approved equalities impact assessment.</p> <p>Capita have also committed to develop a Localities Strategy ensuring that community buildings offer the right services in the right location in order to maximise benefits for the customers and the Council</p> <p>Groups with protected characteristics that face to face provision is most pertinent to: Age, Disability, Pregnancy and maternity (including teenage parents), Race.</p>			<p>proposal, see comments above.</p> <p>The Localities and Ward Strategy will support better planning around community facilities and their use by customers.</p>		
<p>Online access</p>	<p>Neutral</p> <p>Capita have undertaken to maintain the Council's current level of web access. This means the website itself will be translatable using a tool like Google's website translator but embedded documents will need to be copied and pasted into a text translation tool. The website will continue to have BrowseAloud (or a similar tool) for sight</p>	<p>High</p>	<p>n/a (preservation of status quo)</p>	<p>As this impact is neutral, no action is necessary other than effective client and contract management to ensure commitments are adhered to.</p> <p>Should the Council</p>	<p>Council's Commissioning Group</p>	<p>Ongoing</p>

	<p>impaired customers.</p> <p>Capita have offered proposals for reducing digital exclusion in Barnet by recycling old IT equipment no longer used by the services into schools, community groups or to charities.</p> <p>Digital exclusion is an issue for customers in the west of the borough who have a lower inclination to use online self-service tools. However, Capita will maintain the free internet access currently provided at face to face sites.</p> <p>Groups with protected characteristics that these proposals relating to online provision are most pertinent to: Age, Disability, Race (language).</p>			decide to address digital exclusion further to current arrangements the Council's Commissioning Group will need to liaise with Capita to explore options.		
Special access	<p>Neutral</p> <p>Capita have undertaken to maintain the Council's current special access sites and tools. For example, induction loops at Burnt Oak library and a Sign Video at Barnet House.</p> <p>Groups with protected characteristics that this provision is most pertinent to: Age, Disability.</p>	High	n/a (preservation of status quo)	As this impact is neutral, no immediate action is necessary other than effective client and contract management of the commitments made..	Council's Commissioning Group	Ongoing
Relocation of call handlers	<p>Negative</p> <p>Capita have indicated that in the medium term they may move the call centre outside of Barnet. As a lot of the call centre's current practice around equalities and diversities is informal, the change in</p>	Low	Medium	The Council's Commissioning Group should actively develop formal equalities processes	The Council's Commissioning	Before the transfer of the call centre outside Barnet.

	<p>personnel associated with such a move could result in a deterioration of service to groups with protected characteristics. However, Capita have given commitments to formalise a lot of Customer Services' practice around diversity and equality. If this were done prior to any move, then the change in personnel should not impact the service in relation to groups with protected characteristics.</p> <p>Capita has also committed to provide tools and processes that support a single view of the customer across all channels and services ensuring service consistency despite the relocation of services.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>			<p>and policies in Customer Services to make sure that all the informal good practice of teams within the service is captured.</p> <p>Capita will include an equalities assessment in all service design, users testing and the procurement of any services or good purchased based on the emerging commissioning strategy</p>	Group.	
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5. Existing known equalities issues in the service

Current situation

Complaints - There is a lack of equalities data around complaints made about customer services due to limitations of the current complaints system. Many complaints are reported to Councillors by email or by letter but these complaints rarely contain any equalities information.

Translation - Software limitations mean staff cannot record when they are unable to deal with a call due to a language barrier so we do not have an accurate picture of the need that may exist for a wider or more formal translation service.

Training - At present most staff are not receiving any specific equalities and diversity training and do not have access to a staff handbook or policy outlining the approach customer services take to ensure due regard of protected characteristics.

Data – The limitations with the GovMetrics data makes it difficult to make confident claims about the current diversity / equality profile of the Council’s customer base.

Decision making - The absence of more extensive equalities data collected across all customer services channels reduces the ability of the service to build a consideration of equalities into its continuous improvement work, performance review and day-to-day decision making.

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Complaints	<p>Positive</p> <p>Complaints (however received) will be linked back to a customer’s profile held in the insight engine. Where customers have given consent for their equalities data to be stored it will be possible to analyse complaints from an equalities perspective.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>	High	Medium	<p>Capita has given an undertaking to use customer feedback, including complaints to challenge delivery units for failing to meet customer needs.</p> <p>The Council should work with Capita to ensure that both the design of the insight engine and the behaviour of customer services staff support the collection of equalities data</p> <p>Capita has committed to maintain the Councils current Complaints</p>	Capita & Council Commissioning Group	Prior to insight engine implementation

				procedures across all services and meet all the existing SLAs in relation to any complaints received		
Translation	<p>Positive</p> <p>The new CRM (which will be used by the CSO) will enable a customer profile to be held for each customer, and attributes such as '<i>spoken language (if not English)</i>' can be recorded there. That means at the point of service delivery a customer's language needs would be understood, and if necessary routed to the correct agent or language service (using caller recognition capability in the telephony set up) , or the appropriate call back can be planned. It also means that for 'outbound' service delivery a list could be run of all speakers of a given language, so that initial contact can be made in the correct language. The same applies to the need for specialist formats such as 'Braille'.</p> <p>Integration of customer data via a single customer account, could ensure that this type of demographic data (which needs to be held with' explicit customer consent' to be shared across services) is maintained in one place but available to users of back office systems as the primary source of data. This would avoid the scope for duplication and mistakes by holding this type of data in multiple</p>	High	Medium	<p>The Council should work with Capita to ensure that there is correct set up of Single Customer Account and customer attributes, including record of customer consent given (date and time) for equalities related information</p>	Capita & Council Commissioning Group	During CRM configuration (within first 9-12 months)

	<p>systems.</p> <p>Groups with protected characteristics that this may impact upon: Disability, Race.</p>					
Training	<p>See response under section 4 “Formalising the approach to equalities training and procedure”</p>					
Data	<p>See response under section 2 “Single customer view, insight engine and customer profiling”</p>					
Decision Making	<p>See response under section 2 “Single customer view, insight engine and customer profiling” and section 3 “Service improvement”</p>					

Equalities Impact Assessment of Capita's Final Tender on Revenues and Benefits customers

1. Introduction

Current Situation

The Revenues and Benefits Service is composed of 2 functions: the Revenues function provides an almost universal service (collection of Council tax) while the Benefits function provides a service targeted at residents who need support (distribution of Housing and Council Tax benefits). The functions share senior management but are delivered by separate teams. The teams share some common elements (some policies and training are joint) but their day-to-day operations are largely separate.

Both functions' customers are primarily private individuals some of whom will belong to protected equalities groups, customers from protected groups are of interests from an external Equalities Impact Assessment perspective.

Summary of Final Tender

Capita's solution for Revenues and Benefits includes the following features:

- Relocation of the Customer Services Contact Centre (including Revenues & Benefits call handling) and Revenues & Benefits processing to Darwen, Lancs within the first 12 months; Migration of Revenues & Benefits Support and Control functions to Bromley, Kent in 2014
- Consolidation of Council Tax/National Non-Domestic Rates Recovery with Benefits Overpayments to provide a single view of customer debt
- Introduction of phone applications for benefits, and extension of facilities to perform transactions online
- Investment in technology, process automation and an increased focus on self-help and self-service with options such as text messaging and e-billing
- Introduction of an 'Insight Engine' to inform service design and continuous improvement
- Improved understanding of customer circumstances through data allowing targeted campaigns for benefit take up and the ability to tailor recovery strategies around those customers who won't pay rather than cant pay

2. The diversity profile of the service's customers (people from groups with protected characteristics)

Current situation

A diversity profile of external customers has not been gathered routinely by the Revenues and Benefits Service. The Revenues function of the service is close to universal so for the purposes of day-to-day decision making it assumes its customer composition, including the representation of groups with protected characteristics, reflects that of the borough as a whole (covered in the introduction to this document). The Benefits function is a targeted service and relies on periodic customer satisfaction surveys and its strong links to community groups to inform its day-to-day decision making.

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Single customer view, insight engine and customer profiling	<p>Positive</p> <p>This impact assessment is exactly as contained in section 2 of the Customer Services EIA.</p> <p>In addition, Capita have committed to improved understanding of customer circumstances through data allowing targeted campaigns for benefit take up and the ability to tailor recovery strategies around those customers who won't pay rather than can't pay</p>	<u>High</u>	Medium	Ensure there is a clear policy in relation to debt recovery and dealing with vulnerable customers	Council	Prior to contract go live on 1 April

3. The experience of customers from groups with protected characteristics

Current situation

The Revenues and Benefits service has the same customer satisfaction data limitations as described above in the Customer Services EIA, where only 16% of satisfaction survey responses include equalities information. The service relies on the overall satisfaction levels provided Customer Services and uses it to inform service improvement projects.

The latest Benefits function satisfaction survey was carried out in 2010 and included analysis of satisfaction by several groups with protected characteristics: age, sex, disability and ethnic origin. It did not cover: gender reassignment, marital status, pregnancy & maternity, religion or belief and sexual orientation. The survey revealed lower levels of satisfaction amongst service users with a learning disability. The service responded by revising housing and Council tax benefit application forms to make them easier to complete.

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Access strategy	Positive This impact assessment is exactly as contained in section 3 of the Customer Services EIA.					
Service Improvements	Positive This impact assessment is exactly as contained in section 3 of the Customer Services EIA.					
Customer satisfaction	Positive This impact assessment is exactly as contained in section 3 of the Customer Services EIA.					
Loss of existing employees	Negative This impact assessment is exactly as contained in section 3 of the Customer Services EIA.					
E-billing	Negative Capita will introduce electronic billing for customers that would rather have a more automated process for receiving and paying their Council tax bills. The existing	Low	Low	Capita to maintain existing non electronic access channels; Council commissioning	Capita and Council Commissi	Ongoing

	<p>paper-based, telephone and face to face channels will be maintained for those customers who do not wish to transact in this way, and any future proposal to reduce or remove access channels would be subject to an equalities impact assessment prior to a decision.</p>			<p>group to keep accessibility under review and ensure changes are subject to an EIA</p>	<p>oning Group</p>	
<p>Life events</p>	<p>Positive</p> <p>Capita is proposing to use a life events approach for the design of customer experience. This is likely to increase customer satisfaction.</p> <ul style="list-style-type: none"> • A customer having to notify Barnet of the death of a relative would not have to inform Revenues and Benefits, Housing or any other service in addition to the registrar. • A customer that informed the Council that they are unemployed could be provided not only with advice on benefits but with other hardship funds or sources of support they may be able to access. • A customer who was facing multiple debts across the Council could be dealt with in a joined up way with a single approach to managing and reducing the debt and access to relevant advice and support <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Marital</p>	<p>High</p>	<p>Medium</p>	<p>Capita should consider the particular needs of groups with protected characteristics when designing the life events approach, to ensure that life events relating to all groups are considered.</p>	<p>Capita and Council Commissioning Group</p>	<p>During the design of life events approach</p>

	status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.					
Relocation	<p>Negative</p> <p>Capita will move some back office revenues and benefits functions (the processing of forms) out of the borough. This will remove face to face contact between customer facing officers and officers undertaking back office roles. This could make it more difficult to communicate the specific needs of individual customers thus making it harder to appropriately support individuals with protected characteristics.</p> <p>Capita has also committed to provide tools and processes that support a single view of the customer across all channels and services ensuring service consistency despite the relocation of services.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>	Low	Medium	Capita should ensure that effective information sharing between customer facing and back office officers is enabled and that this mitigates loss of face to face contact. Capita state that this will be achieved through investment in improved technology, and the single customer view this will deliver.	Capita and Council Commissioning Group	Before the relocation occurs

4. The existing arrangements for monitoring and promoting equality and diversity

Current situation

The arrangements for monitoring equality and diversity are described in sections 1 and 2.

The Revenues and Benefits Service has a formal training programme for staff. One session of this training is dedicated to equality and equality of access to the services. This training makes staff more aware of their legal duties and the requirement to work in a fair and accessible manner. It also has a Service Accessibility Policy that explains the service's obligations under local policy and national legislation. The policy document is translated into practical measures by the Service Accessibility Strategy. The policy and strategy were last reviewed in 2011 and will be reviewed by 1 January 2013.

The Benefits function trains members of the Customer Service Group (advice agencies) on changes to the Housing Benefit scheme. The Benefits function organises these sessions and invites a representative of the DWP to provide training/advice on benefits not provided by the Council.

Key decisions within the Revenues and Benefits Service are supported by consultations that take into account equalities considerations.

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Training and policy	<p>Neutral</p> <p>Capita has undertaken to provide formal equalities training for all staff and develop tools to support staff.</p> <p>Revenues and Benefits already has formal training and policies to help guide staff.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>	High	Low	Capita should look at Revenue and Benefits training and incorporate it into any new training.	Capita	Transition

Community groups	<p>Neutral</p> <p>Capita has undertaken to continue delivering training to the Customer Service Group (advice agencies).</p> <p>Capita will employ its co-design process including customer segmentation, customer consultation groups and customer life event tracking to understand the needs of older people or people with a disability. Working with these customers, other Council services, community support groups and the third sector will also ensure that their needs are not compromised in the drive for efficiency through automation and self service. The existing Advisory Panel of customers and stakeholder will be extended to provide additional insight to inform service decisions.</p> <ul style="list-style-type: none"> • <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>	High	Low	<p>Effective clienting and contract management by the Council's Commissioning Group</p> <p>Council to ensure that representative groups are engaged in the co-design process</p>	<p>Council's Commissioning Group</p>	<p>Ongoing</p>
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Consultations	<p>Neutral</p> <p>Capita has undertaken to continue running consultations to inform significant service decisions.</p> <p>Capita has recognised that not all customers will be available at the same time and through the same content channels and that engagement will need to be tailored to stakeholder needs. Co-design workshops and consultation will therefore be managed around these needs with the ability for customers to provide feedback through surveys, social media forums and through evening workshops.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>	High	Low	<p>Capita needs to ensure that the protected characteristics are effectively represented in the sample of customers consulted with.</p>	<p>Capita and Council's Commissioning Group</p>	<p>Ongoing</p>
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5. Existing known equalities issues in the service

Current situation

The systems that support the Revenues and Benefits Service do not routinely gather equalities data. The service relies on surveys and consultations to assess its performance on equalities issues. The absence of regularly updated equalities data reduces the ability of the service to build consideration of equalities into its continuous improvement work and day-to-day management decision making.

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Customer data	See response under section 1 “Establishing a customer profile”					
Continuous improvement	See response under section 3 “Service improvement” and “Customer satisfaction”					

Equalities Impact Assessment of Capita's Final Tender on Estates customers

1. Introduction

Current Situation

The main focus of the Estates Service is the management of assets owned and controlled by the Council for the benefit of the citizens of Barnet. The activities carried out to deliver this are grouped into four main areas: Property Valuation and Management, Facilities Management, Building Services, and Document Distribution and Mail. The majority of the customers of all of these services are internal and are not pertinent to this public facing external Equalities Impact Assessment (EIA).

Property Valuation and Management look after the Council's property portfolio. A small number of customers that let properties from the portfolio are private individuals and external organisations. Only external customers (both individual and organisations) that form part of a group with protected characteristics are relevant to this assessment.

Facilities Management manage the Council's civic estate. They make sure buildings are fit for purpose and that they comply with health and safety legislation. Most people who use the Council's civic estate are internal customers, only external visitors that have characteristics from a group with protected characteristics are relevant to this assessment.

Building Services can accept instructions from internal London Borough of Barnet (The Council) customers in respect of all non-housing property and from all community and LCVAP schools within the borough. They manage repairs and maintenance and capital works projects which are valued at under £1 million, usually at about £150,000. Only community and LCVAP schools that focus on serving children from groups with protected equalities characteristics are relevant to this assessment.

Document Distribution and Mail provide general print work services, and some specialist work like pop up banners. They do not provide design services. They also deliver mail internally and to schools. Only the service's work with community and LCVAP that focus on serving children from groups with protected equalities characteristics are relevant to this assessment.

The relatively small proportion of external customers of the Estates function means that external equalities are not a key focus of the service. However, the working practices built up to deal with a very diverse internal customer base leads to good practice for external customers too.

Summary of Final Tender

The external equalities agenda did not feature prominently within the Estates service method statement and there was limited content about how the bidder had considered and planned for groups with protected characteristics in their Estates service solution. However the overall approach being taken by Capita to gathering and using customer data applies to all services equally.

2. The diversity profile of the service's customers (people from groups with protected characteristics)

Current situation

The Estates Service currently gathers very little information about the diversity of its external customer base. The lack of data makes it difficult to make confident claims about the current protected characteristics / equality profile of Estates' external customer. A lack of a baseline makes it more difficult to assess how bidders' proposals may change customer profile. However, it was still possible to assess whether a proposal by bidders was likely to have a positive or negative impact on groups with protected characteristics and Estates' ability to serve them.

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Single customer view, insight engine and customer profiling	<p>Positive</p> <p>This impact assessment is exactly as contained in section 2 of the Customer Services EIA.</p>					
Asset management system	<p>Positive</p> <p>Capita is installing an asset management system which will have a management information capacity. This system could be used to capture equalities data to make it easy for the service to monitor its work with external groups with protected characteristics.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>	High	Medium	Capita and Council to discuss the use of the system in this way	Capita and Council's Commissioning Group	During transition and ongoing

3. Experience of customers from groups with protected characteristics

Current situation

Customer satisfaction and complaints data is collected centrally by the Council. However complaints data relating to Estates and its component functions is not currently categorised and as such it is not possible to extract a robust representative sample to analyse for equalities issues. Customer Services does not routinely provide Estates' management team with customer satisfaction information cut by equalities groups (groups with protected characteristics). This could be because the samples are small (only 16% of satisfaction surveys include equalities information and only a small number of these surveys would relate to Estates).

Therefore most of the Estates Service's functions rely on informal feedback to help them assess their performance with external customers in general and those from groups with protected characteristics, there is no formal analysis of this feedback managers rely on experience and judgement. Three functions that have or will soon get some formal feedback are:

- Building Services collect formal feedback through their project reviews, however, the feedback is not analysed from an equalities perspective.
- Document Distribution and Mail are in the process of developing a feedback questionnaire.
- Facilities Management get some feedback from 'widgets' set up in public spaces to capture customers experience; but they do not capture equalities information as most feedback relates to the service the customer received rather than the facilities.

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Customer satisfaction	Positive This impact assessment is exactly as contained in section 3 of the Customer Services EIA.					
Face to face access	Positive Capita proposes to establish 'Neighbourhub' which are community locations where citizens can easily access the full range of services available	Low	Low	The Council's Commissioning Group should monitor Capita's progress	Council's Commissioning Group	Transition phase and ongoing

	<p>through the CSO.</p> <p>Colindale is proposed as the first of these new locations because of Capita has recognised that a high degree of deprivation in this area as well as the projected population increase as a result of regeneration. This should have a positive impact on the satisfaction of groups with protected characteristics in the area.</p> <p>Capita have also committed to develop a Localities Strategy ensuring that community buildings offer the right services in the right location in order to maximise benefits for the customers and the Council</p>			developing the Neighbourhubs and check there is a contingency plan.		
Relationship with schools	<p>Positive</p> <p>Capita have committed to set up an education unit that would create a one-stop shop for schools getting Estates-related services from the Council.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>	High	Medium	The Council's Commissioning Group should monitor Capita's progress	Capita and the Council's Commissioning Group	Transition phase and ongoing

4. Existing arrangements for monitoring and promoting equality and diversity

Current situation

Given the lack of formal data collection on equalities there is currently limited capacity for monitoring equality and diversity. Staff rely on informal monitoring through customer feedback and observing staff-customer interactions. Currently the service has several help desks for different teams; this also makes monitoring more difficult by creating multiple locations within the service where feedback and complaints may be received.

Staff do not currently receive equalities training, but incorporate consideration of minority groups and equalities issues in day-to-day service management in a proactive way.

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Training	<p>Positive</p> <p>Capita has a 'people care 'programme in place to support its employees and managers. This includes providing diversity training.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>	High	Low	The Council's Commissioning Group should monitor Capita's progress	Capita and the Council's Commissioning Group	Transition phase and ongoing
Communication with customers and staff	<p>Positive</p> <p>Capita has stated that they will introduce increased communication and provide forums at least quarterly for customers and retained staff.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability,</p>	High	Low	Capita should ensure that groups with protected characteristics are represented on their user forums and the	Capita and the Council's Commissioning Group	From commencement of contract

	Sex, Gender Reassignment, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.			Council's Commissioning Group should monitor Capita's progress		
Locality strategy	<p>Positive</p> <p>Capita has committed to undertake locality strategies which will inform the estates service required to support delivery of Council services.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>	High	Low	Capita should ensure that an Equalities Impact Assessment is undertaken to identify if proposals will affect staff or the public in groups with protected characteristics and what can be done to mitigate these effects. They should also consider people with caring responsibilities and the Council's Commissioning Group should monitor Capita's progress.	Capita and the Council's Commissioning Group	Prior to implementation of any new change
Central help desk	<p>Positive</p> <p>A helpdesk will be maintained by Capita for the Estates Service.</p> <p>Having a centralised helpdesk should improve the handling of complaints as they can be categorised and analysed (including analysis of equalities issues in complaints).</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability,</p>	High	Medium	The Council's Commissioning Group should give Capita clear guidance on the equalities information it wants as part of the monitoring of complaints.	Council's Commissioning Group	Transition phase

	Sex, Gender Reassignment, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.					
Supporting social enterprises	<p>Positive</p> <p>Capita states that they will support social enterprise and new start businesses with property from the Council's surplus estate.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>	Medium	Low	Insight and equalities analysis should be used as part of the evidence base for supporting these organisations. The Council's Commissioning Group should monitor Capita's progress	Capita and the Council's Commissioning Group	Prior to investment decisions and ongoing
Integrated working with other public sector providers	<p>Positive</p> <p>Capita has stated its intention to develop integrated working with other public sector providers e.g. police, health, community Barnet, CAB.</p> <p>This would enable Barnet residents to access a wider range of public services in one place.</p> <p>Groups with protected characteristics that this may impact upon: Age, Disability, Sex, Gender Reassignment, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sexual Orientation.</p>	High	Medium	Opportunities to integrate with other public sector providers should be evaluated from an equalities perspective.	Capita and the Council's Commissioning Group	During transition and ongoing

Redundancies	Negative Any job losses from the current Facilities Management and Building Services team as a result of the One Team approach could result in the loss of knowledge / experience in dealing with equality issues. For example, the staff at Hendon Town Hall are good at anticipating and meeting the requirements from different faith groups holding the civil part of their marriage ceremony at the Town Hall (e.g. providing separate entrances and waiting areas for men and women etc.) Groups with protected characteristics that this may impact upon: Disability, Race, Religion or belief, Sexual Orientation.	Low	Medium	Capita is putting in place a knowledge transfer programme. The Council's Commissioning Group to monitor.	Capita and the Council's Commissioning Group	Transition phase and ongoing
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5. Existing known equalities issues in the service

Current situation

There are 3 issues that are relevant across the Estates function:

- Complaints - There is a lack of equalities data around complaints and the fragmentation of the collection of complaints makes it difficult to monitor them.
- Training - At present most staff are not receiving any specific equalities and diversity training and do not have access to a staff handbook or policy outlining the approach that Estates take to ensure due regard of protected characteristics.
- Data – The limitations with the equalities data make it difficult to make confident claims about the current diversity / protected characteristics profile of Estates' external customer base.
- Decision making - The absence of more extensive equalities data reduces the ability of Estates to build a formal consideration of equalities issues into day-to-day: improvement work, performance reviews and decision making.

Property Valuation and Management have begun developing a Community Premises Strategy that will help them ensure equality of access to Council properties across the different community groups of Barnet. The strategy will also standardise the process for allocating property, managing repairs and charging. The service have suspended development of the strategy until a bidder is appointed it will then be recommenced.

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Complaints	See response under section 2 “ Customer experience ” and Section 3 “ Central helpdesk ”					
Data	See response under section 1 “ Establishing a customer profile ” and “ Asset management system ”					
Training	See response under section 3 “ Training ”					
Accommodation strategy	<p>Potentially negative</p> <p>The bidder’s solution includes a proposal to develop an accommodation strategy may result in the closure of one or more public office, and the opening of a new public office.</p> <p>Capita have also committed to develop a Localities Strategy ensuring that community buildings offer the right services in the right location in order to maximise benefits for the customers and the Council</p> <p>Capita will have to complete a full equalities impact assessment prior to any decisions being taken by the Council.</p>	Low	Medium	Capita should use customer insight to design a strategy that better meets the needs of all customers and conduct a full EIA prior to any decisions being taken by the Council.	Capita and Council Commissioning Group	Ongoing

Employee Equality Impact Assessment

EIA Contents

1. Introduction
2. Any anticipated equalities issues at each milestone and identified mitigation
3. Monitoring Summary
4. Project Milestone Outcomes, Analysis and Actions
5. Briefing, Sharing and Learning

1. Introduction

1.1 Purpose

It is recognised that such a significant transformation of services is likely to have an impact upon staff. This impact will be monitored through the completion of an Employee Equalities Impact Assessment; this is a “live” document and will be updated at key milestones throughout the lifespan of the project.

As part of the public sector Equality Duty, section 149 of the Equality Act 2010, the Authority is required to give due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out activities.

This EIA will be used to understand the impacts on groups of staff over the period of the NSCSO project as well as being used as a baseline for any future decision making by the new provider.

The new provider will support the Authority in complying with its equality duty whilst it provides services on behalf of the Authority.

1.2 Aims and objectives of the OB programme

The project’s aim is to enable the Council’s support and customer services to be delivered differently to:

- provide improved services for their internal and external customers
- make savings to benefit the taxpayer
- enable them to adapt to a changing and evolving customer base in the light of any One Barnet developments and are therefore sustainable

The proposals approved in the Customer Services Organisation and New Support Organisation options appraisal fit within the One Barnet principles. In line with the One Barnet principles all services should:

- a new relationship with citizens
- be designed and delivered around customers' needs
- provide the best possible customer experience
- enable customers to help themselves by providing accurate and accessible information and enabling self-service wherever possible.

A one public sector approach should:

- be in a position to support the requirements of all public sector partners and drive better multi-agency working
- be flexible and therefore able to rapidly respond to changing demands.

A relentless drive for efficiency should:

- operate as efficiently as possible to both minimise the cost of the service and minimise the cost to customers of accessing the service
- be innovative and take advantage of evolving technology, thinking and practice
- maximise the value the Council achieves from all its assets (Capital and revenue)
- safeguard the Council's position to maintain its reputation and comply with legal responsibilities.

1.3 Description of the critical milestones

- Identification of services in scope via the options appraisal:
 - o Corporate procurement
 - o Customer Services
 - o Estates
 - o Corporate programmes
 - o Finance
 - o Human Resources
 - o Information Services and ICT
 - o Revenues and Benefits
- End of dialogue one to reflect any changes to the scope of services included (December 2011)

- End of evaluation/Recommendation of preferred bidder (November 2012)
- TUPE transfer of the activity to a third party (April 2013)

1.4 Key Stakeholders

- In scope staff – represented by the staff group and service lead group
- Council customers – represented by the members of the advisory group, these are the service areas that use the services in scope
- Politicians – decisions regarding the progress of the project will be taken by Cabinet Resources Committee and Cabinet
- Senior Council officers – the project is sponsored by the Deputy Chief Executive¹ and the board comprises of senior Council officers
- Trade Unions – represented by trade union staff who attend monthly meetings with the project manager, HR and project sponsor
- Partners – schools and Barnet Homes are able to use a number of services in scope. Barnet Homes are part of the advisory group² and schools have created a working group that meets with the project team to represent their interests.

2. Any Anticipated Equalities Issues at each milestone and identified mitigation

2.1 Identification of services in scope

This is not expected to have an impact on staff as it is purely a paper exercise to establish the size of all the services in scope.

2.2 End of dialogue one

This is not expected to have an impact on equalities. Following the first round of dialogue it may become clear that some services may be added or taken out of scope in which case the staff baseline will need to be re-profiled and updated within the EIA to reflect the new collection.

It is expected that further re-organisations of the services in scope will be carried across 2011/12. At this stage, the nature and extent of these re-organisations is unknown and as such it is not possible to assess whether there will be an equalities impact.

2.3 End of Evaluation/Recommendation of Preferred Bidder

There is anticipated to be relocation of staff in a number of the services outside of Barnet and this may result in some equalities issues during transformation.

2.4 Staff Transfer

¹The sponsor has since changed to the Director of Commercial Services

² Barnet Homes withdrew from the advisory group when they were named as a potential subcontractor by a bidder in July 2011, prior to PQQ submission, in order to protect the integrity of the procurement process

There will be a staggered relocation programme over the first 2 year period of the contract.

Monitoring Summary

Table 1- Employee EIA Profile of the One Barnet New Support and Customer Services Organisation Project (this profile is in accordance with the requirements of the Equality Act 2010 and the Council will collect this information so far as we hold it)

All numbers replaced by an 'X' have been aggregated to protect personal identification

		Critical milestones							
		12/05/11 In-scope Profile at Outset date		19/01/12 End of dialogue 1 date		02/11/12 End of evaluation/ Recommendation of preferred bidder		Transfer Date	
		No.	% of in- scope group	In-scope %	Total Council Equality Figures %	In-scope %	Total Council Equality Figures %	In-scope %	Total Council Equality Figures %
Number of employees		538	N/A	531	3,179	510	2,784		
Sex	Female	321	60%	61.1%	63.7%	59.2%	64.3%		
	Male	217	40%	38.9%	36.3%	40.8%	35.7%		
Date of Birth (age)	1996-1986	19	3.5%	2.2%	4.1%	3.1%	4.6%		
	1985-1976	123	22.9%	26.2%	20.4%	25.5%	20.4%		
	1975-1966	163	30.3%	32.7%	26.5%	29.0%	25.6%		
	1965-1951	210	39%	35.1%	43.1%	39.6%	44.0%		
	1950-1941	22	4.1%	3.8%	5.7%	2.7%	5.4%		
	1940 and earlier	X	X	X	X	X	X		
Race	White								
	British	284	52.8%	52.1%	50.2%	52.0%	51.6%		
	Irish	X	X	X	3.2%	1.6%	3.1%		
	Other White	28	5.2%	4.3%	6.9%	4.5%	6.8%		

	Mixed White and Black Caribbean White and Black African White and Asian Other Mixed	X 10	X 1.9%	X 5%	X 4%	X	X		
	Asian and Asian British Indian Pakistani Bangladeshi Other Asian	57 X X 13	10.6% X X 2.4%	11.4% X X 2.2%	6.9% X X 1.9%	10.6% 2.2% 1.8% 2.2%	7.0% 1.2% X 1.7%		
	Black or Black British Caribbean African Other Black	37 21 X	6.9% 3.9% X	7.2% 3.6% X	5.8% 8.6% X	6.7% 4.1% X	5.7% 7.4% X		
	Chinese or Other Ethnic Group Chinese Other Ethnic Group	X 10	X 1.9%	X X	X 1.8%	X 1.8%	X 1.8%		
Disability	Hearing (such as: deaf, partially deaf or hard of hearing)	X	X	X	X	X	X		
	Learning difficulties (such as dyslexia)	X	X	X	X	X	X		
	Mental illness (substantial and lasting more than a year)	X	X	X	X	X	X		
	Vision (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)			X	X	X	X		
	Reduced physical capacity (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, asthma, angina or diabetes)			X	X	X	X		
	Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)					X	X		

Religion or Belief	Christian	264	49%	49.9%	46.9%	49.6%	47.6%		
	Buddhist			X	X	X	X		
	Hindu	52	9.7%	9.8%	5.9%	8.8%	6.0%		
	Jewish	12	2.2%	2.2%	3.1%	2.2%	3.1%		
	Muslim	30	5.6%	6.5%	4.3%	7.3%	4.3%		
	Sikh	X	X	X	X	X	X		
	Other religions	18	3.3%	2.9%	3.6%	2.9%	2.5%		
	No religion	69	12.8%	X	16.6%	11.8%	16.4%		
	Not stated	66	12.3%	3.8%	6.3%	12.5%	15.0%		
Sexual Orientation	Heterosexual	390	72.5%	76.7%	67.8%	76.9%	69.6%		
	Bisexual					X	X		
	Lesbian / Gay	X	X	X	X	1.0%	1.4%		
Marriage and civil partnership	Married	195	36.2%	36.3%	32.1%	37.3%	32.1%		
	Single	121	22.5%	21.3%	25.0%	21.6%	23.8%		
	Widowed	X	X	X	X	X	X		
	Divorced	25	4.6%	3.8%	2.8%	3.9%	2.8%		
	In civil partnership	X	X	X	X	X	X		
Relevant and related grievances	Formal	N/A	N/A	N/A	N/A	N/A	N/A		
	Upheld	N/A	N/A	N/A	N/A	N/A	N/A		
	Dismissed	N/A	N/A	N/A	N/A	N/A	N/A		

Data

The above table shows the protected characteristics for the in-scope community involved in the NSCSO transfer to the new provider. Data has been assessed over the 4 key milestones in the process.

At the first key milestone, the assessment was made of the characteristics against the number of in-scope staff. The following milestones were shown against the in-scope community and the Council as a whole (excluding schools).

The assessment of this data is to:

- understand where certain activities proposed by the new provider may affect one specific group over another.
- understand the make up of the transferring community and compare this against the make up of the Council, the preferred position would be that the transferees are of a similar representation as the Council.
- the assessment at the key milestones is to ensure the transferring community remained of a similar composition and used as a basis to investigate any major changes in the statistics of this group if a dramatic change were identified.

The protected characteristics are: Age, Disability, Gender Reassignment, Marital status, Pregnancy and maternity (including teenage parents), Race, Religion or belief, Sex, Sexual Orientation.

The make up of the transferring group is greater in the following areas:

- Gender: Female
- Age: Born between 1965 and 1951
- Race: White British
- Disability: a limited number of individuals with declared disabilities, these have been aggregated
- Religion or belief: Christian
- Sexual orientation: Heterosexual
- Marriage and civil partnerships: Married

The make up of the transferring group is reflective of that of the retained Council, as shown in table 1, columns 6 and 8.

In a number of these categories the greater characteristic is not by a significant number, for example gender. This has remained around circa 60/40% female/male split. Which does however mean that changes to the transferring group is more likely to affect a higher percentage of women than men.

Transfer of Information on Disability

The Authority has requested that the new provider requests equalities data from the transferring group at the point of transfer, this will not be transferred by the Council.

The intention is to both protect individual staff choice in the provision of this data to a new employer and to give staff the opportunity to refresh their equalities information.

A data cleanse has been carried out with the transferring staff on all transferring data. As part of this staff have been given the opportunity to provide information on workplace adjustments, this can be anything from formal or informal working patterns to local arrangements, specific equipment or support to enable staff to effectively carry out their role.

Staff were informed that the workplace adjustment field will be submitted to the provider in the words provided by the individual. The new provider will offer to hold one-to-one meetings with all staff, this will give both parties the opportunity to explore this field and understand the detail of individual's personal requirements.

Maternity Leave

Staff on maternity leave will be offered the opportunity to attend all briefings and one-to-one meetings with both the Council and their new employer prior to and during the mobilisation period.

If meetings are attended staff can use their keep in touch days to be paid for these sessions.

If it is not possible for a member of staff to attend due to their personal circumstances at that time their line manager will brief them in the most appropriate way, either at a more appropriate time or via telephone if necessary.

Data Gaps

The business case shows full-time equivalent (FTE) figures in the financial model; the EIA shows data described by percentage of headcount. This gives a clear view of the actual effect on each of the protected characteristics.

The above figures have been taken from the SAP HR system on employees known to be in-scope by name. The Corporate Programmes Team came into scope shortly after the first EIA was undertaken so are included in the data for the second tranche. The majority of the devolved staff, CST, are included in this EIA but Electoral Registrations have not yet transferred and, therefore, their data is excluded but will be included in the next iteration of the EIA.

The data for the first two milestones were taken from the Council's standard data set which also included casual staff. The Council has since changed their data set to remove Casual staff from their reporting, therefore a disproportionate drop in Council staff figures is shown.

Evidence

List below available data and research that will be used to determinate impact on different equality groups

The revised establishment lists from SAP provide the primary data, plus the data cleanse returns, 'local knowledge' of heads of service and one-to-one meetings between staff and the new provider.

When making any decisions affecting staff the new provider will be expected to consider the impact of the project on the following, amongst other potential factors:

- Flexible working arrangements and their impacts on parents and carers (working practises)
- Working from home (working practises)
- The impact of moving staff to different work locations (relocation)
- The impact of potential changes to holidays / term-time working (working practises)
- The impact on staff of changes to their working culture (equalities)
- The impact on staff of additional health and safety training (training and development)
- The impact on staff of a different programme of investment and development (training and development)

Any changes to terms and conditions/policies and procedures proposed by Capita will be subject to consultation post-transfer.

The table at 4.1.4 shows potential impacts and mitigation proposed by the new provider in the final tender.

4. Project Milestone Outcomes, Analysis and Actions

4.1 Summary of the outcomes at each milestone

4.1.1 Identification of services in scope - EIA Iteration 12/05/11

The EIA data was reviewed in conjunction with the business case to identify any potential equalities implications on staff.

4.1.2 End of dialogue one – EIA iteration 31/01/12

The ISOS submissions were completed and have been evaluated. At this stage there was a down selection from 4 bidders to 2. The EIA was updated and there were no equality impacts on staff at that time.

4.1.3 End of evaluation/ Recommendation of preferred bidder – EIA Iteration 02/11/12

The EIA data has been revised and the proposals in the recommended preferred bidder's final tender is shown below.

A number of the changes proposed by the new provider will be seen as positive, where the impact of these changes are perceived as a negative the impact of these and mitigation provided in the final tender have been considered in the table in 4.1.4.

4.1.4 Transfer date

The EIA will be reviewed following the transfer in order to determine the actual impact on staff in scope.

Potential Impacts and Proposed Mitigating Actions/Benefits to Staff

Listed below is a summary of the key benefits to staff

	Proposed Activities	Potential Impact	Impact Type	Protected Groups Affected	Proposed Mitigating Actions/Benefits to Staff
1	Transition and Communication	Staff concern about protection of their terms & conditions and fair treatment at the point of transfer	Negative	All	<ul style="list-style-type: none"> •Capita has stated that all transferring staff have their continuous service preserved under TUPE and that all their contracts of employment transfer, with staff retaining their key contractual transferring terms and conditions such as annual leave, grade and pay entitlements •Capita transition team is experienced and will be on-site to coach/mentor transferring staff. On page 20 of the Transition Method Statement they say “Over 70% of our existing 46,000 staff have TUPE transferred into Capita from previous employers or through acquisition. Over 40% of those have come from Local Government...With over 20 years’ experience in the transfer of staff from many different organisations and industry sectors, they are well versed in engaging and effectively communicating with transferring staff to keep them well informed, in managing the consultation process and putting in place relevant support mechanisms.” •Full communication and engagement plan to integrate staff into new organisation quickly and effectively including: <ul style="list-style-type: none"> ○ Inform and consult with TUs and staff ○ Working collaboratively with TUs to ensure consistency of message ○ Team manager sessions on HR processes and relevant Capita information ○ PeopleCare programme including welcome presentation, induction, staff bulletins, confidential email helpline, staff drop in sessions, one-

					<p>to-one meetings, regular Q&As</p> <ul style="list-style-type: none"> ○ Staff briefings considering various groups of staff including varying work patterns and locations <ul style="list-style-type: none"> ● Capita HR staff integration team to support staff throughout transfer period. On page 20 of the Transition Method Statement it says “We will engage and consult with staff and representatives as early as possible, treat all staff consistently and fairly and implement a communications and mobilisation plan to minimise uncertainty for staff, ensure they are fully informed, consulted with and successfully integrated into the new organisation”. On page 21 of the Transition Method Statement they say “Capita will support this process with a plan of two way communication and engagement activities for staff delivered through the PeopleCare Programme. This will be delivered by a Capita HR Staff Integration team which will remain in place throughout the transfer period and will be available to support integration to ensure consistency in our approach. The team will be formed from our Staff Support and Integration Group, the majority of whom have joined Capita by acquisition or TUPE, and have personal experience of the concerns and feelings that are common amongst staff at such a time... To ensure collaboration, joint working and transparency of messages for staff we will work with the Council’s HR Team through a bi-weekly “touchpoint” meeting or conference call to feedback on progression and/or raise any issues for concern so these can be addressed.” ● Staff satisfaction survey ● Pension auto-enrolment at appropriate staging date
2	Consultation on Proposed Measures (known changes)	Staff concern about protection of terms & conditions	Negative	All	<ul style="list-style-type: none"> ● Provide terms and conditions matrix. Page 20 of the Transition Method Statement shows “Detail provided from the TUPE lists and information gathered through the separate HR discovery meetings with the Council will be used to populate the Terms and Conditions Matrix. This will detail all existing policies, procedures, benefits, pensions and pay arrangements. This matrix will then form the basis for TUPE consultation... An initial review has been completed through Dialogue as well as a comprehensive review of information available in the Data Room and as a result we will have a good basis for populating the Matrix in advance”. ● Individual staff verification statements to confirm transferring terms and conditions ● Signed up to the Council’s TUPE Transfer Commitments including admitted body

					<p>status for the pension</p> <ul style="list-style-type: none"> •Capita adopts an open and transparent approach to staff communication and consultation. Representatives of Capita HR and the Operational Transition Team will meet regularly with the Trade Unions or Staff Representatives to consult on all terms, conditions, benefits and potential measures. Where they intend to align staff with Capita policies and management practices, this will be fully consulted on through the TUPE consultation process with the rationale for and any details of changes being discussed and disclosed in the TUPE 13 measures letter. •Honour the NJC pay awards
3	Training and Development	Development in role and career progression	Positive	All	<ul style="list-style-type: none"> • Post-transfer offer of opportunities to work on innovative and new projects • Provide continuous professional development and skills enhancement • Provide staff with the right tools so they can excel in their roles • Manager Care and Leader Care programmes • Succession planning and talent management • Capita Academy • Capita vocational learning programme • Career development • Skills mapping to identify training needs •Full roll out of performance appraisal process and setting of clear objectives clearly linked to KPIs •Focus on professional accreditation and support existing professional development plans
4	Restructure	Possible loss of employment or detriment suffered from changes	Negative	All	<ul style="list-style-type: none"> •Possible assimilation if appropriate •Offer of opportunities to work on innovative and new projects if appropriate •Provide continuous professional development and skills enhancement •Provide staff with the right tools so they can excel in their roles •Succession planning and talent management •Career progression •Skills mapping to identify training needs
5	Relocation	Potential loss of employment due to distance of	Negative	All	<ul style="list-style-type: none"> •Opportunity to relocate, access wide range of Capita vacancies or work at other client locations including local government in Greater London •Anticipate that for the duration of the transition the majority of transferring staff will continue to be located in existing offices what is the transition period. "Preparation

		new location to home			<p>for Transition will start on, or shortly after, Preferred Bidder is announced and will then continue for approximately 9 months after Service Transfer Date and last until each service enters the “Transformation” phase. For each workstream, however, the precise duration of Transition will vary.” P4 of Transition Method Statement.</p> <ul style="list-style-type: none"> •On pg 6 they have a table showing Start of staff consultation/TUPE period” will start on Jan 9 and “End of Staff TUPE Consultation Period” on 4 April assuming a transfer date of 5 April and “End of Transition” is 31 December 2013. They also say on this page that “Preparatory work for the Transformation will, in many cases, start from STD, and will run in parallel to the Transition activities.” •Full consultation, communication and engagement framework •Whilst there is no legal timeframe for TUPE transfer consultation, Capita has stated “We feel that in the context of the number of staff in scope, the level of consultation, communication and agreement to be reached with them and their union representatives on pensions and benefits, as well as the transferring terms and conditions of employment, a period of three months is both fair and practical”. P4 of Transition Method Statement •OH and Employee Assistance Programme •Each period of consultation will be planned carefully to allow for staff to consider and discuss their options of relocation, possible re-training opportunity and redeployment to an alternative employment in Capita or redundancy.
6	Redundancy	Perceived loss of employment due to redundancy of posts	Negative	All	<ul style="list-style-type: none"> •Minimise the impact of redundancy through growth into other partner organisations, redeployment throughout other Capita businesses, managing vacancies and temporary staff and natural shrinkage •Full consultation, communication and engagement framework •Full consultation period honoured and one-to-one sessions available •Joint workshop with the Council focusing on risk and mitigation for the transition period
7	Trade Unions	Staff concern over potential loss of TU representation	Negative	All	<ul style="list-style-type: none"> •Tri-partite meetings to be held between the Council, new provider and TU’s equalities tabled as an agenda item •National Recognition Agreement with UNISON and GMB represented locally on some existing contracts •Facilities time provided as part of the Council’s TUPE Transfer Commitments

					<ul style="list-style-type: none"> •On page 43 of the Transition Method Statement it says “We confirm that the rights of Trade Unions which have been formally recognised by LBB and other employing organisations for consultation and collective bargaining purposes will transfer to Capita under the TUPE regulations.” On page 44 it says “In line with the TUPE regulations, Capita will inherit the industrial relations arrangements in place at LBB and other employing organisations at the point of transfer. Capita will honour the existing consultation arrangements and collective agreements and work closely with the relevant Trade Unions to align the inherited arrangements with pre-existing national agreements that may be in place between Capita and the Trade Unions. In this way we will address the recognition and facilities arrangements for the recognised Trade Unions.”
8	Working practices	Staff concern regarding flexible working formal and informal	Negative	All	<ul style="list-style-type: none"> •Enable staff to have flexibility in their working practices •Support through capacity planning and management
9	Equalities	Concern about moving to a new culture	Negative	All	<ul style="list-style-type: none"> •Capita values map well against LBB’s values including Capita people awards •Capita PeopleCare supports staff over the transition period

5. Briefing, Sharing and Learning

This table summarises the briefing activities. This EIA forms the primary briefing tool and has been shared as detailed below.

Table 2 Milestone Description	CDG	CRC/Cabinet	GFC	PFC
Identification of services in scope	06/11	29/06/11		
End of dialogue one	06/02/12	28/02/12		
End of evaluation/ recommendation of preferred bidder		06/12/12	29/01/13	
Transfer Date				18/03/13